

**QUARTERLY TASK  
ORDER PROGRESS  
AND COST REPORT**

**April to June  
2005**

**DEVELOPMENT OF  
THE FOUNDATION  
FOR LOCAL  
GOVERNMENT  
INNOVATION  
(Indonesia)**

Prepared for:



**USAID**  
FROM THE AMERICAN PEOPLE

Development of the Foundation for Local Government Innovation  
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## GLOSSARY

<b>ADEKSI</b>	– Association of Local Municipal Parliaments
<b>ADKASI</b>	– Association of Local Regency ( <i>Kabupaten</i> ) Parliaments
<b>ADPC</b>	– Asian Disaster Preparedness Center
<b>AGDP</b>	– Aceh Governance and Development Program
<b>ANJAB</b>	– <i>analisis jabatan</i> (job analysis)
<b>APEKSI</b>	– Association of Local Municipal Governments
<b>APKASI</b>	– Association of Local Regency ( <i>Kabupaten</i> ) Governments
<b>APP</b>	– Asia Pulp and Paper Company
<b>APPSI</b>	– Association of Provincial Governments
<b>BAKOSURTANAL</b>	– Indonesian National Land Survey and Mapping Coordinating Board
<b>BAPPEDA/BP3D</b>	– Local government development planning office
<b>BAPPENAS</b>	– National Planning Board
<b>BIGG</b>	– Building Institutions for Good Governance (USAID-funded project)
<b>BKD</b>	– <i>Badan Keuangan Daerah</i> (Regional Finance Board)
<b>BPCG</b>	– Best Practices Coordinating Group
<b>BNP</b>	– <i>Badan Pertanahan Nasional</i> (Central Land Office)
<b>BPS</b>	– <i>Biro Pusat Statistik</i> (Central Statistics Bureau)
<b>Bupati</b>	– most senior government official at the <i>kabupaten</i> /district level of government
<b>Camat</b>	– most senior government official at the <i>kecamatan</i> /sub district level of government
<b>CBNA</b>	– capacity building needs assessment
<b>CIDA</b>	– Canadian International Development Agency
<b>CLGI</b>	– Center for Local Government Innovation
<b>CRMP II</b>	– Coastal Resources Management Project II
<b>CSIS</b>	– Center for Strategic and International Studies
<b>Dinas</b>	– Indonesia government technical service agency
<b>Dinas Air Bersih</b>	– Clean Water Service Agency
<b>Dinas Catatan Sipil dan Kependudukan</b>	– Civil Registrar & Population
<b>Dinas Kebersihan</b>	– Sanitation Service Agency
<b>Dinas Kesehatan</b>	– Health Service Agency
<b>Dinas Perijinan</b>	– Permit Service Agency
<b>EROPH</b>	– Eastern Regional Organization for Planning and Housing
<b>FGD</b>	– focused group discussion
<b>FHI</b>	– Family Health International
<b>FIGI</b>	– Foundation for Indonesian Governance Innovations
<b>GGIC</b>	– Good Governance Information Center
<b>GSU</b>	– Georgia State University
<b>GTZ-SfGG</b>	– German Society for Technical Cooperation, Support for Decentralization Measures
<b>IABEDP</b>	– Indonesia-Australia Basic Education Development Project
<b>IFC</b>	– International Finance Corporation
<b>IUDMP</b>	– Indonesian Urban Disaster Mitigation Project
<b>IWAPI</b>	– <i>Ikatan Wanita Pengusaha Indonesia</i> (Indonesian Businesswomen's Association)
<b>JPIP</b>	– <i>Jawa Pos Institut Pro-Otonomi</i> (Java Post Pro-Autonomy Institute)
<b>Kantor Pelayanan Satu Atap</b>	– One-stop service center
<b>Kementerian</b>	– an Indonesian State Ministry

<b>KPC</b>	– Kaltim Prima Coal
<b>LGA</b>	– Local Government Associations
<b>LGA/CG</b>	– Local Government Associations / Coordinating Group
<b>LGF</b>	– Local Governance Forum
<b>LP2G</b>	– <i>Lembaga Pengkajian Pembangunan Gorontalo</i> (Gorontalo Development Review Foundation)
<b>LPEM-UI</b>	– <i>Lembaga Penyelidikan Ekonomi dan Masyarakat-Universitas Indonesia</i> (Foundation for Social and Economic Research)
<b>LPMK</b>	– <i>Lembaga Pengembangan Masyarakat Amungme Kamoro</i> (Amungme Kamoro Community Development Foundation)
<b>LPO</b>	– Lead Host Partner Organization
<b>Lurah</b>	– most senior government official at the local government level just below <i>camat</i>
<b>MENPAN</b>	– Ministry of Civil Service Administration
<b>MKI</b>	– <i>Mitra Kinerja Indonesia</i>
<b>MOF</b>	– Ministry of Finance
<b>MOHA</b>	– Ministry of Home Affairs
<b>MOU</b>	– Memorandum of Understanding
<b>MSH</b>	– Management Sciences for Health
<b>Muskomwil</b>	– <i>Musyawarah Komisaris Wilayah</i> (Regional Commissioners Consensus Building Meeting)
<b>Musrenbang</b>	– <i>Musyawarah Rencana Pembangunan</i> (Regional Development Consensus Building Meeting)
<b>NAD</b>	– <i>Nangroe Aceh Darussalam</i> (Aceh Province)
<b>NDI</b>	– National Democratic Institute
<b>NRM</b>	– Natural Resources Management Project
<b>NTB</b>	– <i>Nusa Tenggara Barat</i> (West Nusa Tenggara Province)
<b>PDAM</b>	– Local government water supply company
<b>Perda</b>	– government regulation
<b>PSAP</b>	– <i>Pusat Studi Asia Pasifik</i> (Asia Pacific Studies Center – UGM)
<b>PSKMP-UNHAS</b>	– Center for Public Policy and Development Management Studies, Hasanuddin University
<b>PUSKESMAS</b>	– local community health center
<b>RAKORBANGDA</b>	– Regional Development Coordinating Meeting
<b>Renstra</b>	– Strategic plan
<b>RFP</b>	– Request for Proposal
<b>Satkorlak PBP</b>	– <i>Satuan Koordinasi Pelaksanaan Penanggulangan Bencana dan Penanganan Pengungsi</i> (Task Force for Disaster Mitigation and Refugee Relief)
<b>Sekda</b>	– local government Secretary to the Bupati
<b>Selatan</b>	– south (i.e., Sulawesi Selatan)
<b>Semiloka</b>	– acronym for <i>seminar / lokakarya</i> (seminar / workshop)
<b>SfDM</b>	– Support for Decentralization Measures (a gtz-funded program)
<b>SIAP</b>	– Service Improvement Action Plan
<b>SME</b>	– small and medium enterprises
<b>Surat Keputusan</b>	– agreement / decision letter
<b>SWASH</b>	– Sulawesi Water and Sanitation Hygiene Project
<b>Tengah</b>	– central (i.e., Lombok Tengah; Sulawesi Tengah)
<b>Timur</b>	– east (i.e., Lombok Timur)
<b>TPS</b>	– temporary solid waste/dump site
<b>Tupoksi</b>	– acronym for <i>tugas pokok dan fungsi</i> (main job and functions)

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<b>UNEM</b>	– <i>Universitas Negeri Makassar</i> (Makassar National University)
<b>UNSYIAH</b>	– <i>Universitas Syiah Kuala</i> (University of Syiah Kuala, Banda Aceh, NAD)
<b>UNV</b>	– United Nations Volunteer
<b>UGM</b>	– <i>Universitas Gadjah Mada</i> (University of Gadjah Mada, Yogyakarta)
<b>USAID</b>	– US Agency for International Development
<b>Yayasan</b>	– foundation
<b>YDPM</b>	– <i>Yayasan Dinamika Pembangunan Masyarakat</i> (Foundation for People's Dynamic Development)
<b>YIPD</b>	– <i>Yayasan Inovasi Pemerintahan Daerah</i> (Foundation for Local Government Innovation)

## QUARTERLY TASK ORDER PROGRESS AND COST REPORT

April to June 2005

### Development of the Foundation for Local Government Innovation (Indonesia)

<b>Task Order No.:</b>	LAG-I-00-99-00036-00, DO No. 806
<b>Date of Issuance:</b>	October 10, 2001
<b>Amount Obligated Under Task Order:</b>	\$ 5,546,216
<b>Total Potential Task Order Amount:</b>	\$ 5,546,216
<b>Dollars Expended To-date:</b>	\$ 4,470,705
<b>Key Personnel:</b>	Mr. LeRoy Hollenbeck, Chief of Party 62-21-390-2422; 391-8704; <a href="mailto:leroy@clgi.or.id">leroy@clgi.or.id</a>

#### Task Order Description

Under this original three-year Task Order <sup>1</sup>, an independent, non-profit Indonesian Foundation (*yayasan*) will be established to support Indonesian local governments and their Local Government Associations to gain access to expert advice, analysis, and information that assist them to improve their performance and service delivery. The objective is to develop the Foundation as a professional technical service organization and a sustainable resource of ideas, concepts, and innovations on a broad range of local government issues and across a number of critical sectors. The Foundation will support local governments and their associations for the purpose of contributing to Indonesia's decentralization program by enabling local governments to manage and provide services and resources effectively. The Foundation will also offer expert advice and policy analysis for use by the Local Government Associations in programs of advocacy on behalf of their member local governments. Finally, the Foundation will seek to become a respected and authoritative clearinghouse for information on local governments with extensive domestic and international links to other institutions that possess resources useful to local governments.

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<sup>1</sup> The SUM IQC was amended extending the current Task Order through 21 October 2004. However, USAID approved a no cost extension supporting the project through 30 September 2005.

## I. INTRODUCTION

This 15<sup>th</sup> (and second to last) Quarterly Task Order Progress and Cost Report <sup>2</sup> for the Development of the Foundation for Local Government Innovation (DFLGI) Project is slightly different from previous Quarterly Reports in both form and content. The focus is not only on YIPD's accomplishments achieved and innovations developed over the last four years but also provides a justification for relevant stakeholders to continue modest financial support for YIPD over the next three years (October 2005 – September 2008).

## II. BACKGROUND

USAID's decision in 2001 to formulate a project leading to the creation of *Yayasan Inovasi Pemerintahan Daerah* (YIPD) in a dynamic, decentralized environment represented an innovative step to institutionalize capacity building assistance for local governments. Presented with this challenge, YIPD immediately developed three innovations: (1) adopted a local government demand-driven capacity building process; (2) focused on a strategy whereby local governments became its clients, previously an anathema for nearly every NGO in Indonesia; and (3) positioned itself as a technical service "bridge" between the public and private sectors. YIPD would not impose its authority and provision of its competencies onto local governments without their buy-in. Local governments had to identify the type of assistance they required; prepare a written request to YIPD signed by the three key local government officials (Bupati or Mayor, Head of the local DPRD, and the Head of the local Planning Office); and commit to a transparent local counterpart budget. Unlike many typical donor-driven projects, YIPD services were not, and could not, be provided free of charge if the Foundation ever expected to be financially self-sufficient.

In its nearly three years of operation, YIPD's progress has proved it can be a professional, responsive and valuable technical service provider to local governments and attract a diversified portfolio of program funding through innovative mechanisms.

These accomplishments notwithstanding, YIPD has yet to attain institutional sustainability. YIPD leadership is finally consolidating after a Trustee decision to reduce the number of Directors on the Board, maintaining those with a vision and solid commitment to support the YIPD mission. Further consolidation is still necessary, however, to firmly establish YIPD as a functional Indonesian *yayasan*. In addition, although YIPD has successfully raised non-USAID program funds since becoming an Indonesian Foundation, financial sustainability has yet to be achieved and will require moderate funding to achieve this goal.

YIPD is at a critical juncture with only three months of USAID core funding remaining. The seed capital invested by USAID in YIPD's development has resulted in an organization that is nearly, but not quite ready, to stand on its own. As its strongest and longest ally, USAID's provision of three more years of operational support will contribute greatly to ensuring the Foundation's financial sustainability. With these funds, YIPD will solidify its position as a professional Indonesian institution effectively addressing capacity needs of local governments as it continues seeking program funding through intense domestic and international endowment fund raising initiatives with financial sustainability expected by 2008.

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<sup>2</sup> The 15<sup>th</sup> Quarter of the Project (2<sup>nd</sup> Quarter 2005) covers the third quarter of the Project's final (fourth) year.

### **III. PROGRESS SUMMARY / HIGHLIGHTS**

Initiatives implemented during the Quarter April – June '05 continued to demonstrate YIPD's uniqueness and innovative capacity and helped strengthen the Foundation's role as a professional, well-respected and sought after organization with a proven track record for undertaking initiatives in support of Indonesian decentralization.

#### **A. Accelerating / Strengthening Coordination with other USAID-funded Projects**

YIPD continued seeking collaborative partnerships with key USAID-financed projects, including specific initiatives in Aceh currently being implemented by the Local Governance Support Program (LGSP), the Environmental Support Program (ESP), and the Community-based Recovery Program (CBR). With their respective grant and subcontract components, LGSP and ESP, in particular, offer a long-term opportunity for YIPD to become one of their key technical service partners / providers.

#### **B. Strengthening Local Government Commitment**

Despite the challenges and risks, YIPD successfully instituted local government financing of regional, demand-driven initiatives. Local government counterpart funding (approaching US\$ 200,000) now covers all local costs (venue rental, meals, local travel, local staff honoraria and training materials) as well as allocations for specific YIPD direct costs (salaries, travel to and from Jakarta, and local accommodation).

#### **C. Sourcing / Securing Non-USAID Funds – Achieving Financial Sustainability**

Over the last two and one half years, YIPD instituted a diversified approach to attract and secure longer-term, non-USAID project sources of funding to address the financial self-sufficiency challenge. YIPD focused on partnering with and obtaining program financing from (1) international donors, (2) the private sector, (3) participating local governments through counterpart budget commitments, and (4) fund raising via YIPD's U.S.-based sister organization FIGI (Foundation for Indonesian Governance Innovations).

This effort has been so successful that the Foundation has, at times, been criticized for not spending its USAID monies fast enough. YIPD's increasingly positive reputation among donors, the private sector and local governments has contributed to YIPD's slow "burn rate" as it:

- proactively solicits additional funding sources from multi/bi-lateral donors and corporate sponsors for YIPD operations;
- consistently introduces and implements cost sharing in all technical assistance efforts for participating local governments; and
- consciously manages project expenses economically.

YIPD is working with, or is providing assistance to, twenty-four local governments<sup>3</sup> with innovative programs covering a wide range of activities including (1) performance management, (2) financial

<sup>3</sup> These are: City of Pontianak (East Kalimantan); Kabupaten Kutai Timur (East Kalimantan); Kabupaten Sleman (Central Java); Kabupaten Bojonegoro (East Java); Kabupaten Bangli (Bali); Kabupaten Lombok Timur (NTB); City of Palangka Raya (Kalimantan Tengah); City of Gorontalo (Gorontalo); City of Manado (North Sulawesi); Kabupaten Morowali (Central Sulawesi); Kabupaten Sinjai,



management, (3) organizational development, (4) strategic management / planning, (5) change management, (6) conservation management planning, (7) urban disaster mitigation planning and budgeting, (8) geographical information systems, and (9) local economic development. Key sources of program funds are provided below:

- International / Domestic Donors. Total – approximately \$423,000: YIPD was selected as a recipient of numerous international donor grants and contracts from CIDA, AusAID, the World Bank -- through both the Indonesian Development Marketplace and IFC PENSA, GTZ, CARE Indonesia, Asian Disaster Preparedness Center -- under the Indonesian Urban Disaster Mitigation Project, TIFA Foundation, and the Netherlands Embassy.
- Private Sector. Total – approximately \$407,300: YIPD demonstrated to the private sector that local governments are capable of delivering better services. YIPD has been a recipient of program grants and contracts from private sector clients including British Petroleum, PT. Freeport, PT. Kaltim Prima Coal, ExxonMobil, Asia Pulp & Paper, and Nathan & Associates -- under the USAID-financed GIAT Project.
- Local Government Clients. Total – approximately \$ 167,000: Local governments requesting YIPD technical assistance are required to accept an ever increasing role in financing multiple components of each local government intervention, whether through direct financial or in-kind program support for implementation of capacity building initiatives.
- FIGI. Total - \$1,260,000: FIGI secured its first grant funding (US\$ 260,000) from the Bessemer Trust, a well-known U.S.-based wealth management services firm, for implementing a unique governance initiative in the earthquake/tsunami-wracked province of Aceh. This was followed by an offer of two grants from the Bush-Clinton Tsunami Fund (each at US\$ 500,000). It is expected that with these three contributions, more funds will be raised by FIGI for YIPD's Indonesian programs and operations.

While YIPD has successfully developed and maintained its reputation as a provider of high quality technical assistance, the challenge of achieving financial sustainability remains. However, as the fundraising strategy and results indicate, YIPD has the know-how and credibility to achieve financial sustainability. Critical to YIPD's short-term survival though, is additional operational funding support from USAID.

#### **D. Progress with Local Government Capacity Building Initiatives / Innovations**

YIPD successfully implemented a diversified mix of program innovations across a number of disciplines and sectors fostering improved local government services delivery and strengthened local government capacity. It is these innovative capacity building initiatives that have made YIPD a sought after partner to assist in local governments in delivering improved services.

#### **a. Local Government Performance Management**

YIPD made a decision to include performance management as one of its core competencies as a result of key decentralization legislation: (1) Law No. 22/1999 (replaced by Law No. 32/2004); (2) Law No. 25/1999 (replaced by Law No. 33/2004); (3) Ministry of Home Affairs Decision Letter (*Kepmendagri*) No. 29/2003; (4) Presidential Instruction (*Inpres*) No. 7/1999; and (5) Civil Service Administration Minister Letter No. 2369/*Menpan*/2003.

A second reason performance management tools were developed by YIPD was the experiences and guidance provided by the Urban Institute's Harry Hatry during a visit to Indonesia in May 2002. As a result of Mr. Hatry's visit, YIPD initiated performance management initiatives in the Municipality of Pontianak and *Kabupaten* Sleman. In both Pontianak, with its local NGO partner Madanika, and Sleman, with its local NGO partner Satunama, YIPD assisted four local government service delivery units: in Pontianak (1) *Dinas Kebersihan* (Sanitation); (2) *Dinas Kesehatan* (Health); (3) *Dinas Catatan Sipil dan Kependudukan* (Civil Registrar & Population); and (4) *Kantor Pelayanan Satu Atap* (one-stop service center); in *Kabupaten* Sleman (1) *Dinas PU - Seksi Kebersihan* (Public Works / Sanitation); (2) *Dinas Kesehatan – Puskesmas* (Health Clinic), (3) *Dinas PU*, and (4) *PDAM* (local water supply company).

The Mayor of Pontianak was impressed by the performance process and results that he expanded the performance management program throughout all departments and sectors utilizing his own budget that even financed periodic technical assistance from YIPD staff. The Bupati of *Kabupaten* Sleman stated that the performance management approach and methodology introduced by YIPD should be implemented under ADB's Sustainability Capacity Building in Decentralization (SCBD), ADB Project Loan 1964-INO, where Sleman is one of the recipient local governments.

YIPD's successful implementation of performance management with these two local governments attracted the attention of donors, the private sector and other local governments. With financial support from CIDA, YIPD and its local partner LP2G implemented a similar program for the health sector in the Municipality of Gorontalo as part of their Healthy City Program 2010. With financing from PT. Freeport, YIPD and its local partner P3FED-UNIPA were so successful in *Kabupaten* Mimika that the Head of the Mimika Bappeda Office required all departments to implement performance management as part of their accountability reporting system. In *Kabupaten* Bangli, Bali, the local government financed performance management training through their local government counterpart budget and was the first local government to cover the costs of the YIPD staff.

As part of the process to more broadly disseminate the benefits of performance management, YIPD produced a performance management manual and provided training sessions as part of a training of trainers program. The book is distributed free of charge to interested local governments and potential performance management practitioners.

By adopting performance management, participating local governments have been able to define and present outcomes for each planned program and in the end have achieved more effective and efficient governance and public services delivery.

## **b. Local Government Financial Management**

Financial management is the “plumbing” of any organization, including local governments. When factors like people, processes, and activities are set, finance supports these to achieve organizational objectives. The Government of Indonesia recognized this and generated a set of pertinent laws and regulations including: Law No. 17/2003 (State Finance), Law No. 1/2004 (State Treasury), and Law No. 15/ (State Audit).

While these laws are intended to move Indonesian local governments toward more financial management accountability, many of the implementing / supporting regulations are not yet finished. Existence of conflicting financial regulations from the Ministry of Home Affairs, unfinished public sector accounting standards, inadequate capacity of the state audit agency to audit all 450+ local governments are some of the other major intrusive impediments to achieve transparent and accountable financial management. In addition, it is suspected some local stakeholders try to inhibit the implementation of financial laws since these laws – if implemented properly – will do much to prevent corruption and impede graft.

YIPD, convinced of the pressing need for more technical assistance in the area of financial management, accepted these challenges and implemented financial management technical assistance in (1) *Kabupaten Sleman*; (2) *Kabupaten Mimika*, Papua; (3) *Kabupaten Morowali*, Central Sulawesi; and (4) *Kabupaten Manokwari*, Irian Jaya Barat. Initiatives included assistance with property asset management, performance budgeting and developing sound and auditable financial statements.

Property asset management assists local governments to deal with land and buildings that they received as transfers from both central and provincial governments. Performance budgeting helps local governments to ensure an effective and efficient use of development funds by measuring and matching input, output, and outcome budget variables. Audited financial statements provide local governments the ability to communicate with stakeholders on their financial operations.

## **c. Local Government Change Management**

Change management, although not new for the private sector, is an innovative approach for local governments. Change management assistance provided by YIPD is tailored to the changes that local government officials are experiencing in today’s decentralized environment, which entails a whole set of administrative, financial and human resources consequences -- reporting lines are redrawn; roles and responsibilities are rewritten; authorities and resources are transferred; people are realigned; and processes are reengineered.

Although these consequences are expected, there is no explicit effort from government agencies, either at the central or local level, to deal with the human aspects of decentralization, in particular questions regarding organizational culture (risk tolerance, entrepreneurship, competition, achievement); leadership (coaching and mentoring subordinates, setting direction, aligning and motivating people); people management (decision processes, process and results orientation, diversity); organizational glue (loyalty, innovation, assertiveness); and strategic emphasis (trust, openness, strategic stretch, and stability).

YIPD addresses these questions head on and supports local governments to jointly find answers since paying attention to this human side of local government management helps ensure effective implementation of the country's decentralization program.

The YIPD approach and initiatives were developed using advance motivation technique (AMT). The basic development model was created by a group of professors from ITB, who provided technical assistance through their consulting firm Integre Quadro, a YIPD partner. In every event, change management approach is conducted through games/exercises and discussion method. The engineering psychology approach was also used in developing leadership models in this aspect.

Based on the capacity building need assessment (CBNA) in Palangka Raya, Central Kalimantan, YIPD found that many of the local government officials were unresponsive to the need for better service delivery and did not perform on-the-job according to their tasks and responsibilities (*tupoksi*) primarily because of a lack of coordination and leadership. Since the implementation of decentralization, it is the responsibility of local governments to provide well-defined career paths for their staff, which if implemented properly could reduce levels of poor performance.

YIPD then designed an appropriate change management program for officials in Palangka Raya, focusing on changing personnel and personal behavior, rather than on institutional structural and procedural changes. Since it was expressed as a weakness, YIPD focused on leadership management, building teamwork, developing better inter- and intra-government coordination, and improving personnel capacity.

YIPD, working in close collaboration with local NGOs, provided workshops and technical assistance packages as part of a process to change the mind-set of local government officials from one of a bureaucratic frame-of-mind to a more entrepreneurial mind-set, a key step required in a decentralized environment. For years the country's centralized system did little to provide local government officials incentives for taking initiative, being creative, and participating in the decision-making process...competencies now seen as vital for decentralization to succeed.

The success of this intervention was directly related to the willingness of the individuals to improve their behavior and environment. YIPD provided training to local government officials to develop guidelines for further improvement and changes. YIPD expects to replicate the change management process with participating local governments in Papua

#### **d. Strategic Management / Planning**

Strategic management / planning focuses on developing regional plans, taking into consideration both internal and external conditions, to achieve the objectives stated in the vision and mission of each local government. SWOT (strengths, weaknesses, opportunities, threats) analysis is used as an instrument for identifying strategic issues, which are addressed through programs formulated during the *Musrenbang* process. The strategic plan that emerges is a basis for developing synergy between local government interests and stakeholder-funded activities.

YIPD implemented strategic management / planning activities in (1) *Kabupaten Mimika*; (2) *Kabupaten Manokwari*; (3) *Kabupaten Teluk Bintuni*, Papua; *Kabupaten Sidenreng Rappang* (Sidrap), South Sulawesi; and (4) *Kabupaten Kutai Timur*, East Kalimantan.

In Papua, taking into consideration that the *kampong* will receive full autonomy regarding governance, strategic management supported *kampong* leaders as well as local stakeholders to focus more on their development targets. Strategic management provided local government officials with the tools and guidelines necessary to prioritize and select programs, which fulfill local community needs.

Specifically in *Kabupaten Mimika*, 22 *kecamatan* (sub-district) were represented at an initial training session with two *kecamatan* selected as pilot areas. Based on the results of the technical assistance provided by YIPD, the Bupati Mimika decided to provide a direct annual budget to each *kecamatan* based on the programs stated in their individual strategic plans.

In *Kabupaten Sidrap*, 11 *kecamatan* participated in the initial training session and, again, two *kecamatan* were selected as pilot areas. Legislative members were trained separately. As a result of this training, the local government developed planning documents for the *kecamatan*, including the annual budgeting process for fiscal years 2003 and 2004.

Both the Bupati of *Kabupaten Sidrap* and the Bupati of *Kabupaten Mimika* made informed decisions for the annual budget based on the strategic documents developed at the *kecamatan* level and stated that the strategic management process should be adopted by the units / *dinas* at the *kabupaten* level.

#### **e. Structural, Institutional and Organizational Development**

One of YIPD's innovations is in the field of organizational development, which was stimulated by the Central governments issuance of PP No. 8 / 2003 regarding how local governments should be structured.

Organizational development activities focus on an analysis of all units of local government, their tasks and functions (*tupoksi* analysis) and addressing critical issues identified during the needs assessment phase. New job descriptions are prepared and well as procedures put in place for effective recruiting. The outcome is an appropriate and streamlined local government structure and organization.

The process includes formation of working groups and participation of high-level officials from local government units or departments, i.e., *Sekda*; the heads of technical agencies (*Kepala Dinas*); and the heads of key departments (*Kepala Bidang*). To gather opinions of other stakeholders focused group discussions (FGDs) are held with members from the local DPRD, media and NGOs.

YIPD implemented organizational development initiatives in *Kabupaten Lombok Timur*, NTB, with its local partner YDPM; in *Kabupaten Mimika*, *Kabupaten Manokwari* and *Kabupaten Teluk Bintuni*, Papua, in collaboration with its local partner P3FED-UNIPA; and in *Kabupaten Sidrap* with its local partner PSKMP-UNHAS.

The local government of *Kabupaten Lombok Timur*, NTB, asked YIPD for assistance in developing their organization in line PP No. 8 / 2003. Working groups were formed consisting of employees from various levels. Each working group proposed different organizational structures. Based on subsequent discussions and development of a weighting system, one new organizational structure was agreed upon and sent to the local parliament for approval.

Based on the successful results achieved in Lombok Timur, the process and methodology were replicated in *Kabupaten Sidrap*, *Kabupaten Manokwari*, and *Kabupaten Mimika*. In each *Kabupaten*, a new organizational structure for the local government was established and legalized by the local parliament.

Since *Kabupaten Mimika* was a relatively new *kabupaten*, identifying needs and establishing a solid local government organizational structure responsive to local demands was a priority. The assessment focused on a participatory evaluation of existing government structure. Through this approach, YIPD encouraged local government staff to actively participate throughout the process, building a sense of ownership of the program as well as understanding the need for and importance of transfer of information to local people.

#### **f. Urban Disaster Mitigation Planning and Budgeting**

The lessons learned through YIPD's urban disaster mitigation planning and budgeting activities in West Sumatera, a collaborative effort funded by the Asian Disaster Preparedness Center (ADPC), Bangkok, Thailand, have proven to be invaluable for the Foundation's work in Aceh, described later in this Report.

#### **g. Conservation Management Planning**

YIPD, in collaboration with Citizens International (Washington, D.C.), implemented a conservation management planning initiative with funding from Asia Pulp & Paper addressing the local government's strengthened role in conservation management planning in the *Bukit Batu* Forestry District (BBFD), Riau Province. APP is currently undergoing a restructuring in the division responsible for the management plan. When completed, APP will contact YIPD and Citizens for implementing the next phase.

#### **h. Geographical Information Systems**

Geographical Information System (GIS) consists of many layers of information including demographic, topographic, natural resources, and governance. For the Sulawesi GIS financed by a CIDA grant, YIPD developed a user-friendly methodology including the application of a Web-based approach and technology to cover a broader range of users. Success with the Sulawesi GIS initiative has shown that high commitment and willingness to maintain the system is critical for the success of this effort. Progress with the Sulawesi GIS initiative includes:

- Sulawesi Web GIS has online address but not yet active: [www.sulawesigis.org](http://www.sulawesigis.org);
- Sulawesi Web GIS server accessible through <http://203.130.233.33/gis/>;
- Web writing and editing continues;
- Plans for the Web GIS promotional tour to Sulawesi include approval of the TOR and submission of letters of interest from Oracle and Exsa Map;
- YIPD presented the Web-based Sulawesi GIS to DFID and SOFEI; both expressed an interest to participate in the program's expansion; and
- Data analysis is complete; currently implementing database normalization.

YIPD expanded its successful Sulawesi GIS initiative to Aceh. Additional information on this initiative is provided under the Aceh program description below. YIPD cooperated with *Laboratorium Perencanaan*

Kota, Architecture Engineering at the University of Syiah Kuala (UNSYIAH), Banda Aceh, in providing technical assistance to the Banda Aceh Planning Office (*Bappeda*) as well as the Provincial Public Works Department.

#### **i. Local Economic Development**

YIPD implemented its first local economic development activities in *Kabupaten* Kutai Timur, East Kalimantan, an initiative financed by PT. KalTim Prima Coal. Taking into account the corporate social responsibility (CSR) approach and methodology developed for economic development, the needs assessment and identification of local economic actors as well as resources and local potential were critical points of this program. YIPD utilized focus group discussions and structured survey tools in supporting this initiative.

As this initiative moves into its next phase, small- and medium-enterprises (SMEs) and cooperative mechanisms will be re-introduced to community groups with assistance from the local government. Successful businessmen and businesswomen will be tapped as trainers to encourage motivation and awareness of local stakeholders.

#### **j. Aceh Governance and Development Program**

The horrific earthquake and tsunami that hit the north and west coasts of Sumatera on 26 December 2004 devastated traditional community livelihoods and local economies and affected provision of basic government services in an area where governance was already notoriously weak.

YIPD was on the ground in the city of Banda Aceh two days after the disaster, and immediately undertook a rapid local government / governance capacity building needs assessment and initiated governance re-launching and public services delivery activities. Initially starting with four of the hardest-hit *kecamatan* (three in Banda Aceh -- Meuraxa, Jaya Baru and Kota Raja; one in *kecamatan* Lhoknga, *Kabupaten* Aceh Besar), activities have since expanded to an additional five *kecamatan* (three more in Banda Aceh -- Syiah Kuala, Baiturrahman, Kuta Alam; two additional ones in Aceh Besar -- Peukan Bada, Leupung).

Since the assessment, YIPD has implemented key initiatives in the province of Nangroe Aceh Darussalam / NAD): (1) community-based land inventory / mapping; and (2) strengthening *kecamatan* governance through an integrated program of capacity-building technical assistance and training for local governments.

##### **i) Kecamatan Local Governance Recovery Initiative**

Activities have included provision of office building / space, equipment and supplies to nine *kecamatan* offices and a number of provincial- and municipal-level technical agencies (education; health; local economic development / cooperatives; planning) focusing on the hardest hit *kecamatan* in the city of Banda Aceh and the *kabupaten* of Aceh Besar. These activities are laying the groundwork for instituting a comprehensive basic services delivery improvement program aimed at enhancing the delivery of selected public services destroyed in the earthquake / tsunami. Each of the *kecamatan* offices either has or soon will receive technical assistance in data collection and documentation services (ownership documents, statements of inheritance, ID documents, birth and death certificates, statement of employment, etc.).

YIPD is also developing a Land Information System (LIS), a logical extension of the community-based land inventory / mapping program undertaken by UNSYIAH / BPN. The output is a map in AutoCAD format that can be converted to GIS. To date eight villages in three *kecamatan* (Jaya Baru, Kuta Raja, Meuraxa) have been converted.

YIPD invited Mr. B. R. Balachandran, the Executive Director of Environmental Planning Collaborative, in Ahmedabad, India, to assess the post-disaster situation in Aceh and present to local government officials his experience in planning the post-disaster reconstruction in the City of Bhuj after their earthquake in 2000.

YIPD implemented "pay-for-work" and local economic development interventions involving local community members / residents in re-functioning local village and *kecamatan* governments. YIPD also sub contracted *Yayasan Cita Nusa Bhakti* to identify opportunities for developing small- and medium-enterprises (SMEs).

YIPD continued its successful and very important community-based land inventory / mapping initiative. During the first half of 2005, YIPD completed the land inventory for 8 *kecamatan*. Maps produced through a community participation process have been deemed sufficiently detailed by BPN to be used, after verification, as part of the process for issuance of land title. YIPD implemented training for facilitators from both the USAID-financed Community-based Recovery Program and the World Bank's *Kecamatan* Development Program. Both of these highly successful programs have facilitators scattered throughout the province of Aceh and formally requested community-based land mapping training from YIPD so their facilitators can assist in the community-based land inventory / mapping exercise. YIPD also plans to participate in the *kecamatan* spatial / site planning activities once the mapping activities are completed.

## **ii) Strengthening Local Governance Basic Services Delivery**

Activities have included strengthening data and information management through development of a simple information management system easily operated by local government staff. YIPD technical assistance has included formulation of data and information in a GIS-based toolkit containing information on land and property ownership, employment information, trade opportunities / enterprises, information on business start-up capital, education and will turn the *kecamatan* offices into a kind of a community information center.

YIPD, in collaboration with the private company Credent, is providing GIS training to ten provincial NAD *Dinas* PU staff and 2 staff from the Banda Aceh Bappeda Office. The training is divided into two parts: (1) regular training in the use of GeoMedia Professional ver. 5.2; and (2) on-the-job training in practical application of the GeoMedia software with a focus on generating basic spatial data in the form of a digitized base map for Aceh. The training runs from 28 June through 24 August 2005 (50 work days in total) and is being conducted at the *Kantor Dinas PU Propinsi* NAD. There is also a plan to upgrade the infrastructure of the GIS Lab at the provincial Public Works Office by supplying 1 server, 1 plotter, 1 printer, 3 PCs, and a Local Area Network. The LAN will connect all of the sub *dinas* office of Public Works that have yet to be trained.



This GIS training will be replicated in Banda Aceh for the Bappeda Office, the Office for Spatial Planning and the Provincial Health Office. The latter will be a cooperative program with either the UN or Mercy Corps.

The application of YIPD's "Population Information System (SIMDUK)" for the Banda Aceh Health Office involves staff from the Population Office and one or two staff from each *kecamatan* in the Municipality of Banda Aceh. YIPD and the private company PT. Penamtics supply the trainers for this three-day training course.

YIPD will soon initiate capacity building initiatives in local government financial management and local government organizational development. These two aspects of governance are currently seen as critical. At a later date, YIPD will also start up programs in performance management and strategic planning.

Finally, YIPD will initiate two unique innovations: (1) an "Indonesia to Aceh Program" and a (2) "U.S. to Aceh Program." YIPD counterpart local governments with proven track records in assistance needed by Aceh will be asked to send "advisors" to Aceh. For example, the *Sekda* of the Province of Yogyakarta recently came to Banda Aceh to present a concept of culturally sensitive village planning. On the international front, the U.S. to Aceh component will seek qualified professional from various U.S. states to provide technical assistance to local governments in Aceh. Possibilities include the States of Hawaii and Florida for disaster preparation and mitigation.

### iii) **Technical Assistance to Bappenas and BRR**

YIPD has identified and placed a long-term Indonesian local government management specialist to work at both Bappenas (25% of her time) and the Aceh-based BRR (75%) performing a critical liaison function between USAID and the Central Government, identifying both YIPD and USAID-assistance needs related to planning, implementation and monitoring of the rehabilitation and reconstruction initiatives in Aceh and North Sumatera; coordinating with other donors as required; and facilitating YIPD involvement in a participatory process of capacity building of local communities and local governments during planning and implementation.

For a complete description of the YIPD Aceh Governance and Development Program, please visit YIPD's Web site at [www.clgi.or.id](http://www.clgi.or.id) and click on the AGDP link.

## **k. Pipeline Partnerships**

YIPD continued the process of strengthening its position as a bridge between the private and public sectors through fostering a better understanding of decentralization and demonstrating that local governments are capable of delivering better services and leveraging funds from both parties making for more effective planning, budgeting and financing processes.

1. The Bessemer Trust funds from Presidents Bush (41) and Clinton (US\$ 260,000) for innovations in the *kecamatan* of Lhoknga in Aceh for six months beginning June '05 and running for six months;

2. The Bush-Clinton Tsunami Fund (US\$ 1,000,000) for specific innovations in the village of Lampu'uk in Aceh for one year beginning July '05 and running for ten months;
3. YIPD, through its contribution agreement with CIDA, is committed to maintain the CIDA-financed Sulawesi GIS initiative operating for the next five years (through 2009); the World Bank expressed interest in an Eastern Indonesia GIS program; Intermap-Canada is interested in funding the Sulawesi GIS rollout tour; DFID and JICA have expressed an interest in exploring the utilization of YIPD's GIS for aspects of their respective programs;
4. YIPD was selected by the World Bank's Indonesia Development Marketplace as an award winner in the Special Category (NGO-Gov't Partnership) for its proposal to implement poverty reduction-capacity building initiatives in Kutai Timur, Kalimantan Timur, a minimum one year commitment (through June 2006);
5. YIPD is currently in discussions with BP to extend for two more years the existing contract for technical assistance in the Bird's Head of Papua (through the end of 2007);
6. YIPD is presently in discussions with PT. Freeport to extend the current services agreement with them for another two years (through the end of 2007); Freeport officials have reacted positively to the idea of an extension and are willing to fund an additional 18 month program;
7. YIPD was selected by CIDA as a key institution during the "bridging" period under their soon-to-be funded SPRGGS (Support for Poverty Reduction through Good Governance in Sulawesi) Program;
8. YIPD was selected by IFC PENSA to implement an 18-month, Rp 1.9 billion (approximately US\$ 200,000) Municipal Simplification Program: Sub-national Indonesia Deregulation Project – Technical Assistance in Improving Local Investment Climate to be implemented in 10 *kabupaten* / kota across Indonesia;
9. Federation of Canadian Municipalities (FCM) are interested in partnering with YIPD for a lon-term (3-year) governance initiative in Aceh. FCM has been designated by CIDA to implement this C\$ 5.0 – 10.0 million program. As a result of the initial FCM visit to Jakarta, YIPD was given a US\$ 7,000 grant to participate as the decentralization and local governance local researcher / facilitator onon the FCM Project Feasibility Mission in Aceh. YIPD provided two staff for this Mission.
10. YIPD was approached by Catholic Relief Services (CRS) to discuss the possibility of being their partner for a governance initiative in Aceh Barat and Banda Aceh. CRS collected over US\$ 120.0 million in donations for Aceh relief and would like to tap YIPD's expertise in local government capacity building for the CRS work in Meulaboh, Aceh Barat, and future work in Banda Aceh.
11. FIGI is ramping up its fund raising activities in the U.S. with the private sector through contacts with senior officials at the US-ASEAN Business Council, the U.S. Chamber of Commerce, and the American-Indonesian Chamber of Commerce.

## E. Communications

### 1. Clearinghouse Services & Website

The [www.clgi.or.id](http://www.clgi.or.id) statistic usage is listed below:

- There were 21,053 visitors during the last 3 months; average per month - 7,018; average per day - 268 in April, 264 in May, and 334 in June.
- During the last 3 months, the five most visited pages: Berita (News) – 34.65%, *Perpustakaan* online (Online Library) – 31.84%, Publikasi (Publications) – 13.14%, Layanan YIPD (YIPD Services) – 6.62%, Tentang YIPD (About YIPD) – 2.57%.
- Web members as at 20 June 2005 – 811 registered.

YIPD Clearinghouse services: during the last 3 months, the Clearinghouse served and answered 84 questions from both physical and cyber users. The distribution of the questions is listed below:

Questions	Apr	May	Jun	Total
General inf.	2	3	4	9
Best practice				
Inf. Retrieval	7	2	2	11
LG directory				
Publications Request	3	8	6	17
Comment	2	3		5
Clipping				
<b>Total</b>	<b>14</b>	<b>16</b>	<b>12</b>	<b>42</b>

The YIPD Clearinghouse maintains several databases; progress is listed below:

- Database online - 260 documents consisting of best practices, articles/papers and regulations.
- Database book – 1,250 documents; the catalogue online is available.
- Database local governments – 1,991 contacts; online is available.
- Database foreign funding agencies - 230 agencies.

The Clearinghouse Library databases continue to be managed under seven primary categories: (1) documents; (2) articles and papers; (3) best practices; (4) clippings; (5) local government directories; (6) institutions list; and (7) local government mapping. In addition the Local Government Documentation Network (LOG-NET) can be accessed in the internal LAN.

## **F. Networking / Internal Institutional Strengthening**

### **1. Ash Institute-Kennedy School for , Harvard**

YIPD's Director Business Development and Director Technical Development were invited to attend the Ash Institute's good governance workshop in democracy at the first Bi-annual Global Network Conference, JFK School of Government, Harvard University, Cambridge, USA.

### **2. Stanford University**

YIPD's Financial Management Specialist attended the executive education program at Stanford University, Graduate School of Business during April 2005. The course, which was attended by 36 professionals mainly from the private sector, was entitled "Negotiation and Influence Strategies."

### **3. World Bank**

YIPD hosted a second visit from the World Bank Institute, Mr. Govindan Nair. The purpose of the visit was to discuss the possibility for YIPD to be involved in a comprehensive decentralization management capacity building mapping exercise. This effort will go beyond previous mapping efforts that YIPD implemented since other variables will be considered, i.e., effectiveness of various technical assistance methods, clustering phenomenon, and local government participation. YIPD submitted its proposal to participate in the abovementioned mapping consultancy project.

## **IV. PROBLEMS OR DELAYS AFFECTING THE TASK ORDER PERFORMANCE**

None

## **V. ISSUES TO BE ADDRESSED FOR THE FINAL REPORTING PERIOD**

YIPD has demonstrated its ability to attract program funding for targeted activities. However, as any non-profit or charitable organization has discovered, it is much more difficult to find donors or obtain grants for operational and administrative overhead costs. In addition, YIPD's organizational development is still fragile in need of further mentoring and guidance. Two key issues that YIPD still needs to address are provided below.

### Organizational Sustainability

- Solve the delays / problems in organizational development caused by an inexperienced and at times dysfunctional Board of Directors and an unskilled Executive Director, which led to demoralized staff and inertia on the part of the policy-makers;
- Design mechanisms to mentor YIPD staff in finding and grooming the new executive director to lead the Foundation; fund raising with donors and private sector, managing relationships with the YIPD Boards, FIGI, donors, and the private sector;

- Support to the YIPD Board of Directors in governance issues, preparing them to accept fiduciary responsibility, and to provide strategic guidance to the Executive Director.

One of the driving factors determining YIPD Board of Directors membership in late 2002 was the desire to balance broad institutional representation while minimizing local government association secretariat demands that they “own” YIPD. To achieve this, sixteen men and women were selected to serve as YIPD Directors, a number that proved in practice to be unmanageable. Quorums at Board Directors’ meetings were never achieved and for such a diverse group of individuals (private sector, NGOs, media, local governments; central government) to achieve consensus on critical decisions was virtually impossible.

Although preliminary actions (some planned, others unplanned) have already occurred to address this issue, more still needs to be done. First, it was agreed that the relationship between YIPD and the local government association secretariat should be functional rather than structural. Consequently, the Executive Directors of the associations stepped down. Natural attrition also reduced membership. And the recent resignation of all but one of the remaining YIPD Board Directors provided the opportunity to finally restructure.

Efforts still need to be undertaken to strengthen the YIPD Boards and solidify their membership, first by identifying members of an interim Board of Directors. Three of the original Directors will be asked to remain during a three-month transition period. These are individuals with a commitment to the vision and mission of YIPD and financially independent so as not to seek remuneration from the Foundation.

The YIPD Trustee Chair recently proposed that the process for recruitment of a new national Executive Director begin mid-July 2005.<sup>4</sup> Every effort will be made to ensure that the YIPD Boards institute a more open, comprehensive and fair National Executive Director selection process.

### Organizational Sustainability

- Need to develop cost structure – establish indirect rates and how to bill to cover overheads;
- Fund raising - difficulty in covering overheads out of program grants from outside donors.
- Need to develop relationship with FIGI
- Need to develop strategy for creating an endowment

In the past, YIPD has applied overhead to its non-USAID-funded projects in an inconsistent manner. There are a number of deliberate reasons for this. One is that many other donors identified YIPD as a USAID-funded project. They wanted to buy into the expertise of YIPD’s staff and leverage their money by funding projects of a similar character to those already being funded by USAID while at the same time increase the impact of their resources by only paying for direct labor and other direct costs. Strategic marketing decisions have allowed other donors to pay for overhead costs at a reduced rate, essentially providing a discount and an inducement to retain the services of YIPD. Still others have earmarked funds for certain activities and put restrictions on what, if any, could be used to fund organizational overhead or some administrative time. By taking on these other projects and implementing them with excellence, YIPD has

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<sup>4</sup> The first National Executive Director resigned 30 April 2005. The demands of the job proved beyond the individual’s skills and capabilities.

made a name for itself within local government development circles in Indonesia and beyond. Because of USAID's generous funding of this project, YIPD has been able to sustain itself during this time while increasing its portfolio of projects through competitive pricing.

However, as the USAID project comes to a close, YIPD is facing an uncertain future, which may jeopardize the exceptional work it does. Because it has proved itself a worthy local implementing partner and made a name for itself, it can begin to justify rates to other donors that recover overhead expenses. While these rates will be higher than other donors have been accustomed to in the past with YIPD, they can feel assured that YIPD is a stable organization that delivers on its promises. As a full portfolio of donor projects comes online, YIPD will achieve sustainability by applying rates in a consistent manner to its grants and other contracting vehicles.

Technical assistance by non-profit finance experts would help YIPD make the final transition from USAID project office to full-fledged, independent NGO. As YIPD experiences additional time as an independent NGO, it will have the financial information and portfolio management experience necessary to develop realistic rates that allow sustainability. Short-term technical assistance will institutionalize financial and accounting best practices and will develop strategic fiscal policies, including determination of rates that are competitive but recover overhead costs. Furthermore, YIPD will endeavor to build up reserve funds to cover future unevenness in project portfolio. Throughout this time, additional USAID funds will provide limited overhead support as a bridge to make up shortfalls that reserve funds would normally cover.

## **VI. SPECIFIC ACTION REQUESTED**

All interested stakeholders should decide on future funding for YIPD. While YIPD continues to demonstrate its ability to raise sufficient program funds, securing adequate operational funds to keep the Foundation going has been difficult to achieve in the organization's limited three-year time frame. YIPD is requesting approximately US\$ 2.0 million for an additional three years of operations.

## **VII. UP TO DATE SCHEDULE OF WORK**

Below is a schedule of activities for implementation during the final Quarter.

### **Task 1. General Program Support Activities**

All activities under this task have been completed.

## Task 2. Foundation Development

No.	Activities	Deadlines	Responsible Parties	Benchmarks
1.	Review and Update Organization Development Plan	Aug 2005	YIPD staff	Plan produced
2.	Foundation Staff Training	Oct 2003-Sep 2005	YIPD Training Specialist	Participant/ Instructor Evaluations
3.	Review YIPD's Strategic Plan	Sep 2005	YIPD Board members	An refined Strategic Plan for YIPD
4.	Review Resource Development Plan (Business Plan) including revenue centers	Sep 2005	YIPD staff	Plan refined
5.	Institutionalize fundraising efforts with the private sector, international donor community, local governments	Sep 2005	YIPD	Formal contracts/MOUs with partners / stakeholders
6.	FIGI ("Sister" Foundation in U.S.) Fundraising	Sep 2004-Sep 2005	YIPD Staff; FIGI Directors	Additional funding raised in the U.S.
7.	Strengthen role as Secretariat for four Coordinating Groups	Sep 2004-Sep 2005	YIPD staff	Concrete programs developed within each Coordinating Group incl. SOP mechanisms
8.	Expand Networking Activities	Dec 2004-Sep 2005	YIPD Staff	Strengthened collaboration leading to concrete partnerships

### Task 3. Products and Services

No.	Activities	Deadlines	Responsible Parties	Benchmarks
12.	<u>Innovations</u> Performance Mgmt and Asset Mgmt Innovation Projects concluded in Mimika, Sleman & Pontianak; Change Management innovation project completed	Sep 2005	Technical Services Director, Mgmt and Financial Mgmt. Specialists, Training Specialist, selected expert consultants	Documents describing the services and implementation plan for selected local governments
13.	<u>Private Sector Initiative/Partnerships</u> - ExxonMobil-Aceh - BP-Papua - KPC-East Kalimantan - Freeport-Papua - UNOCAL-East Kalimantan	Oct 2003-Sep 2005	Executive Director, Finance, Management, and Training Specialists	Report containing assessment and recommendations for local government capacity building programs
14.	<u>CIDA-Sulawesi</u> GIS in Sulawesi	Aug 2004-Sep 2005	Information specialist, GIS specialist	Documents describing the services and implementation plan for selected local governments; Desktop version by Feb 05 and online version by Aug 05
15.	<u>Mapping Study II</u> Mapping of Local Government officials' capability building needs	Aug 2005	Information Specialist, Evaluation Specialist	Complete database on local governments



#### Task 4. Communications

No.	Activities	Deadlines	Responsible Parties	Benchmarks
17.	<u>Web Site Maintenance</u> Continue to make the Web site more user friendly; expand documentation network utilizing online catalogue	Sep 2005	Information Specialist	Increase Web site documentation by 10%
18.	<u>Best Practice Program</u> Collaboration best practice documentation program between YIPD – JPIP	Sep 2005	Information Specialist, Evaluation specialist	Online best practice program database collaboration YIPD and JPIP
19.	<u>Best Practice Coordination Group Initiatives</u>	Sep 2005	Information Specialist, Evaluation specialist	At least 4 BPCG meetings to promote best practices from BPCG members
20.	<u>Acquisition of Information</u> Collect/update information on local government innovations and best practices, expert consultants and organizations, local gov't directory and donors.	Sep 2005	Technical Services Director; Information Specialist; cooperating local government association staff	Appropriate reference materials plus directories and cross indexes for database
21.	<u>Clearinghouse Formative Evaluation</u>	Sep 2005	Information Specialist; user groups	Formative evaluation report
22.	<u>Newsletter</u> Edition Twelve of the Quarterly Newsletter	Sep 2005	Information Specialist; Evaluation Specialist	12 <sup>th</sup> edition of the Newsletter published



## **ATTACHMENT 2**

### **Reports, Papers, Publications**

## Reports, Papers Publications

1. Center for Local Government Innovation, *Kajian Hukum Terhadap Pelaksanaan Otonomi Daerah Menurut Undang-Undang 22/1999*, September 2002.
2. Center for Local Government Innovation & APKASI, *Presentasi Hasil Kajian Dana Alokasi Umum (DAU)*, 8 August 2002.
3. Citizens International & YIPD/CLGI, “Developing a Framework for a Long-term Conservation Management Plan: A Scoping Mission of the *Bukit Batu* Forestry District, Riau, Sumatra, *Draft Final Report: Principal Findings, Conclusions and Recommendations*”, October 8, 2004.
4. Citizens International & YIPD/CLGI, “APP Field Visit Debriefing Report”, August 2004.
5. Citizens International and YIPD/CLGI, “GDA Concept Paper: Regional Foundation for Health, Education and Economic Development in Indonesia’s Central Highlands of Papua”, March 2003.
6. Citizens International and YIPD/CLGI, *Proposal to Gulf-ConocoPhillips*, March 2003.
7. Citizens International and YIPD/CLGI, *Proposal to Talisman Energy Inc.*, March 2003.
8. Hasan, Azwar, “Bureaucracy and CPNS Recruitment”, *Serambi Indonesia Newspaper*, 29 November 2004.
9. Hasan, Azwar and YDPM, “Organizational Restructuring, East Lombok Regency, Province of West Nusa Tenggara”, March 2004
10. Hasan, Azwar, “Manual - Organizational Development Analysis for Local Government Structure and Organization”, *Kabupaten of East Lombok*, June 2003.
11. Hasan, Azwar, “Proceedings: Roundtable Discussion Kaji Kritis PP No. 8/2003”, regarding local government structure and organization, June 2003.
12. Hasan, Azwar, “Parameter Good Practices for Local Government Programs in Indonesia.” Published in *Inovasi CLGI* 3<sup>rd</sup> Edition, April 2003.
13. Hasan, Azwar, “Bureaucracy Reform Through Local Government’s Employee Selection Process”, *Bisnis and Birokrasi Journal*, University of Indonesia, Jakarta, February 2003.
14. Hasan, Azwar, “Review of Legal, Administrative and Tax Aspects in Nonprofit-oriented Organizations in Indonesia” (English and Indonesian), January 2002.

15. Hollenbeck, LeRoy, "Sustaining a Competitive Advantage in a Decentralized & Global Environment: Partnerships and Innovation", paper presented at the Rapat Pimpinan Daerah, Rapat Kerja Kadin Sul-Sel 2002 dan Diskusi Panel Sulawesi Selatan "Hari Ini dan Esok", Makassar, 7 September 2002.
16. Juliani, S., "Assessment of Legal, Administrative, Financial and Other Relevant Aspects of Indonesian Organizations as Input Toward the Formation of a Center for Local Government Innovations" (English and Indonesian), January 2002.
17. Madanika Foundation, "Report of Multi-service Household Survey in the City of Pontianak", September 2002.
18. Madanika Foundation, "Report of Focused Group Discussions in the City of Pontianak", August 2002.
19. Merthayasa, Alit, "Service Improvement Action Plan as a Tool for Performance Management of Local Governments", a paper presented at the 5<sup>th</sup> IRSA (International Regional Science Association) International Conference in Bandung, West Java, July 18-19, 2003.
20. URDI, TUGI and CLGI, "*Menuju Pembangunan Daerah Lebih Baik*", a descriptive collection of programs/projects addressing the issues of Indonesian poverty alleviation, regional autonomy and good governance, August 2003.
21. Utomo, Arintoko, "Local Development Financing and Asset Management Perspective from Service Provider", presented at the World Bank Institute Workshop on Local Government Capacity Building Assessment, Denpasar, 20-22 June 2005.
22. Utomo, Arintoko, "Toward Good Local Governance in Manokwari and Teluk Bintuni", BP Tabura Newsletter 7th edition, October 2004.
23. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for March 2003 edition of the magazine *Bujet*, published by the Bandung Institute of Governance Studies.
24. Utomo, Arintoko, "Initiatives to Improve Local Government Revenue Through Better Property Asset Management", an article for September 2002 edition of magazine '*Forum Inovasi dan Ketatapemerintahan yang Baik*' (MPP program - Univ. of Indonesia).
25. Utomo, Arintoko, "Alternative Tax Strategies for Local Government", a presentation for '*Seminar on Law 34/99 (Local Tax and User Charge)*' held by Regional Autonomy Watch on August 22, 2002, Horizon Hotel, Bekasi.
26. YIPD/CLGI & Citizens Intl, "Capacity Building for LPMAC", February 2005.

27. YIPD/CLGI & URDI, “Initiatives For Strengthening Local Government Capacity”, Jakarta, June 2004.
28. YIPD/CLGI, “Policy Guidelines for the KPC Partnership Fund for Sustainable Development”, October 2004.
29. YIPD/CLGI, “Monthly GDA Reports for BP”, October, November, December 2004; January, February, March, April, May, June 2005.
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31. YIPD/CLGI, “Strategic Plan Quick Review for KPC ESD”, November 2004.
32. YIPD/CLGI, “APP Final Report - Scoping Mission for Conservation Management Plan in Bukit Batu and Giam Siak Kecil, Riau”, November 2004.
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## **ATTACHMENT 3**

### **Inventory List**

**INVENTORY LIST - YIPD Jakarta Office  
As of June 30, 2005**

No.	Description	Model	Unit
<i>Computer Equipment</i>			
1	Desktop	Compaq Deskpro	2
2	Desktop	Compaq Presario	8
3	UPS	APC BP 500i	11
4	Printer	Laserjet 1000	3
5	Printer	Laserjet 1200	1
6	Printer	Deskjet 920CXI	1
7	Portable Printer	HP 350 CBI	1
8	Notebook	Compaq Presario	2
9	Notebook	Compaq EVO N110	1
10	Notebook	IBM Thinkpad R31	2
11	Notebook	Toshiba A60 S745	1
12	Notebook battery	Compaq Presario	1
13	Notebook battery	Compaq EVO N110	1
14	Scanner	HP 5400	1
15	Cable Modem	D - Link DCM 200	1
16	Printer Server	D - Link DP101	1
17	Printer Server	D - Link DP300U	1
18	Broadband Router	USR 800	1
19	Switch 16 Port	D-Link	1
20	Ethernet Card		1
21	Server	HP TC2110	1
22	Memory Card	512 MB SD	1
23	Modem	ADSL	1
24	Harddisk	40Gb 7200Rpm Seagate	1
<i>Furniture</i>			
1	Manager's Chair		11
2	Secretary's Chair		2
3	Meeting Chair		28
4	Student's Chair		25
5	Clearinghouse' chair		12
6	Working Desk		17
7	Mobile Drawer		8
8	Meeting Table		2
9	Side Table		9
10	Computer Desk		5
11	Bookshelf	4 racks	5
12	Bookshelf	2 racks	4
13	Filling Cabinet	4 drawers	7
14	Filling Cabinet	2 drawers	1
15	Bookrack		9
16	Hanging Bookrack		15
17	Panel/partition		6
18	Canopi		1

**INVENTORY LIST - YIPD Jakarta Office**  
**As of June 30, 2005**

No.	Description	Model	Unit
<i>Air Conditioner</i>			
1	Air Conditioner	Eolia 1.5HP	1
2	Air Conditioner	Eolia 1HP	2
3	Air Conditioner	National 1HP	3
4	Air Conditioner	National 1,5 HP	1
<i>Phone</i>			
1	PABX	Panasonic TA - 616	1
2	Telephone Display	Panasonic KX - T7330	3
3	Telephone Standard	Panasonic KX - T7350	6
4	Telephone Single Line	KX - TS3MX	6
5	Cellphone	Motorola 7689	1
6	Cellphone	Motorola 189	1
7	Cellphone	Motorola T190	1
8	Cellphone	Nokia 5110	1
9	Cellphone	Nokia 3310	1
<i>Other</i>			
1	Fax Machine	Panasonic KXF P 302CX	1
2	Infocus	LP-280	1
3	Typewriter	Brother	1
4	TV	Sony 29"	1
5	Digital Camera	Nikon Coolpix 5000	1
6	Flip Chart		4
7	White Board		5
8	Portable Screen		1
9	Cash box		1
10	Brandkast	Royal	1
11	Refrigerator	LG GR-232DV	1
12	Microwave	Usatech	1
13	Rice Cooker	Miyako	1
14	Blender	Miyako	1
15	Dining Table		1 set
16	Stove		1
17	Gas Tank		2
18	Regulator		1
19	Dishes	2 tea set, 1 dinner set,	

**INVENTORY LIST - YIPD Aceh Office & Subdistrict Offices  
As of June 30, 2005**

No.	Description	Model	Unit
<i>Computer Equipment</i>			
1	Desktop	Asus, Monitor 15"	4
2	Desktop	Asus, Monitor 17"	1
3	Desktop	Pentium IV (Lima Putra)	5
4	Desktop	Pentium IV (IMC)	25
	Notebook	Toshiba A50 S745	2
5	Printer	Canon Pixma	10
6	Printer	Canon Pixma IP1500	25
7	Printer	HP Laserjet 1180C	1
8	External Drive	GB 80	1
9	UPS		3
10	UPS	APC BR10001	1
11	Switch 8 port	D - Link 10/100	1
12	Server	Processor Intel P4 3,0Ghz	1
13	Speaker	Altec Lansing AVS 300	1
14	Hard Drive & USB	80 GB	1
15	Memory	256 MB	7
<i>Furniture</i>			
1	Computer Desk		30
2	Computer Desk	CV Lima Putra	4
3	Computer Desk	PCD 120 Makro	4
4	Working Desks	Olympic 1200x600x750	27
5	Working Desks	Solid 1200x600x750	10
6	Working Desks	Cantika - 1/2 biro	15
7	Working Desks	Cantika - 1 biro	1
8	Working Desks	Solid - 1/2 biro	4
9	Working Desks	1/2 biro	3
10	Working Desks	1/2 biro - Olympic	128
11	Chairs	MC 338AM	2
12	Chair	Indachi	1
13	Chairs	Richiwa	15
14	Chairs	Pigura	30
15	Chairs	Middle Mgr - Pigura	141
16	Plastic Chairs	Olympic Meubel	118
17	Filling Cabinet	Unistall - 4 drawers	4
18	Filling Cabinet	Lion - 4 drawers	3
19	Filling Cabinet	Unika - 4 drawers	66
20	Filling Cabinet	VIP - 3 drawers	2
21	Bookshelves	Lion	2
22	Bookshelves	Yunika - C33S	41
23	Bookshelf	Olympic	1
24	Hanging Fan		4
25	Box Fan		6
26	Bed + Mattress	for Puskesmas Meuraxa	2
27	Stand Fan	Imatsu 20"	1
28	Ceiling Fan	Panasonic	14

**INVENTORY LIST - YIPD Aceh Office & Subdistrict Offices  
As of June 30, 2005**

No.	Description	Model	Unit
	<i>Office Equipment</i>		
1	Handycam	Sony DCR-HC3OE	1
2	Typewriter	Royal 18"	2
3	Typewriter	Royal 13"	76
4	Typewriter	Royal 27"	4
5	Typewriter	Olympia 13"	4
6	Typewriter	Olympia 10"	4
7	Typewriter	Olympia 18"	25
8	White board		4
9	Infocus	LCD Projector X2	1
10	Medicine Cabinet	C1GS Yunika	4
11	Photocopy Machine	Xerox Digital Copier DC156	1
12	Photocopy Machine	Xerox Digital Copier DC286	1
13	Letter Tray	Sejahtera Gallery	40
14	Waste Basket	Sejahtera Gallery	178
15	Air Conditioner	Panasonic 1PK, CU-PC9CKH	1
16	Generator Machine	Dong Wa 5000 Watt	1
17	Generator Machine	Yamakoyo GFH 7000 Lx	1



## **ATTACHMENT 4**

### **YIPD Personnel**

**LIST OF YIPD/CLGI PERSONNEL**

	NO	NAME	POSITION
<b>Jakarta</b>	1	Dr. Alit Merthayasa	Director Technical Development
	2	Mr. Arintoko Utomo	LG Finance Specialist
	3	Ms. Artini Trisnawati	Senior Secretary
	4	Mr. Catur Adi Nugroho	Junior Accountant
	5	Mr. Danny Ramadhan	Webmaster/Programmer
	6	Mr. Djuhana	Driver
	7	Mr. Edy Irwinsyah	Senior GIS Specialist
	8	Ms. Eko Susi Rosdianasari	Librarian/Information Specialist
	9	Ms. Fatimah Nasution	YIPD-USAID Liaison Officer
	10	Mr. Hidayat	Driver
	11	Ms. Jasmin Tobing	Office Manager
	12	Mr. Kismet Kosasih	LG Policy Specialist
	13	Mr. LeRoy Hollenbeck	Director Business Development
	14	Mr. Novandy Ritung	Web GIS Developer
	15	Ms. Susana Liswanto	Senior Accountant/Finance Manager
	16	Mr. Toto Arifianto	Office Maintenance
	17	Ms. Yokebeth Hartanti	Accountant
<b>Aceh</b>	18	Mr. Teuku Sachrul Ismail	Project Coordinator AGDP
	19	Mr. Abdurrahman	Driver
	20	Mr. Azis Saputra	Security
	21	Mr. Fachrurazy	Office Manager
	22	Mr. Fasbir Yardi	Community Development Officer
	23	Ms. Hafidhah	Accountant/Admin Assistant
	24	Mr. Hendra Syahputra	Information and Communication Specialist
	25	Mr. Idris	Driver
	26	Mr. Irfan Mahdi	Office Assistant
	27	Mr. Khairuman	Assistant Database Mgmt Officer
	28	Mr. M. Taufiq	Security
	29	Mr. Munir Yacob	Driver
	30	Mr. Murtala Amin	Cleaning / Maintenance
	31	Ms. Syarifah Fitria Sarri	Journalist
	32	Ms. Tessy Ladina Siregar	Small and Medium Enterprises Assistant
	33	Mr. Yusri	Security
<b>Short-term Consultants</b>			
	1	Mr. Rahmaddiansyah	Application Developer - Aceh
	2	Mr. Rijalul Fikri	Database Specialist - Aceh
	3	Mr. Donny Fauzan	AGDP Web Developer
	4	Mr. Agus Sabana Hadi	GIS Trainer
	5	Mr. Gampang Wahono	GIS Trainer